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OFFICE OF THE CITY MANAGER

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LETTER TO COMMISSION
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TO: Mayor Matti Herrera Bower and Members of the City Commission

FROM: Kathie G. Brooks, City Manager 

DATE: January 14, 2013

SUBJECT: Cleanliness Index & Assessment Program Results for FY 2012/13 Quarter 1

The purpose of this Letter to Commission is to communicate the results of the award winning Cleanliness Index and Assessment program from FY2012/13 Quarter 1 (September 1, 2012 to December 31, 2012).

Background

The Miami Beach Public Area Cleanliness Index is an objective measurement of performance ranging from 1.0 (Very Clean) to 6.0 (Very Dirty) and includes assessments of litter, litter/ garbage cans/dumpsters, organic material, and fecal matter. The results of the assessments are used to monitor the impacts of recently implemented initiatives to target areas for future improvements, and assure the quality of services.

During FY 2006/07, the City tightened the target for the Citywide and area-specific cleanliness indicators from 2.0 to 1.5 – the lower the score on the cleanliness index indicates a cleaner area. This target continues to be the same through FY 2007/08, FY 2008/09, FY 2009/10, FY 2010/11, and FY 2011/12. As important, the City also has a goal to ensure that 90 percent of assessments score 2.0 or better.

Summary of the Cleanliness Assessment Results FY 2012/13 Quarter 1

Overall, the citywide cleanliness index improved during FY 2012/13 Quarter 1 by 35.0% when compared to the same quarter in FY2005/06 (the first year the program was implemented) and improved when compared to the same quarter in FY2011/12 by 12.8%. In general, the City's cleanliness has steadily progressed as evidenced by the index, anecdotal information, and results of our most recent resident survey. However, cleanliness remains a top priority for the City.

Positive and Improved Areas in FY 2012/13 Quarter 1

- **Beaches** - Scores remained stable for areas covered by Miami Beach staff and improved by 12.9% for areas covered by Miami Dade County (MDC) compared to the same quarter in FY2011/12. Cleanliness of beaches remains a priority, with multiple departments collaborating to address prior issues. Further improvements from Miami-Dade County include the increased number of garbage cans on the beach from 150 to 215. In addition, the garbage cans were changed from 45 gallons to 70 gallons, to allow for increased usage.

- **Parks**- Overall scores improved by 11.1% when compared to the same quarter in FY2011/12 and 10.5% when compared to the prior quarter. Organizational Development will provide training on the cleanliness index to park facility managers and staff, to increase awareness of program factors. Parks will work with the Homeless Outreach team to address specific issues in parks located in the North Beach area.

Areas of Focus

- **Waterways** - Overall scores improved by 39.4% when compared to the same quarter in FY2005/06, but this continues to be an area of focus as scores remain poor compared to all assessment areas. Waterways improved by 25.7% when compared to the same quarter in FY2011/12. Waterways in the North Beach area reflect a deterioration of 5.5% when compared to the prior quarter; however, improved 37.1% when compared to the prior FY quarter. Public Works has selected a new contractor and adjusted the schedule to have greater flexibility in order to address issues immediately due to shifting water currents and high tides. Organizational Development will provide training to contracted staff regarding cleanliness index and program factors.
- **Alleys**- Overall scores in alleys improved 5.7% when compared to the same quarter in FY 2011/12. However, the alley cleanliness rating at 1.81 remains among the poorest citywide. Illegal dumping in North Beach continues to be an issue and overflowing dumpsters are an issue in South Beach. Code enforcement will provide support for the Recycling ordinance by distributing informational pieces provided by Public Works to business owners in the South Beach area.
- **Parking Lots** - Overall, scores improved by 11.1% when compared to the same quarter in FY2011/12. North Beach parking lots reflect a moderate decline with a 4.2% change from the prior quarter, with primary drivers of the decline being litter on the ground and illegal dumping. As of October 1, 2012, two (2) full crews are servicing select parking across lots across Miami Beach seven (7) days a week. Sanitation will monitor and adjust as needed.
- **Streets**- Streets across the Beach improved by 12.8% when compared to the same quarter in FY2011/12. Streets in the North Beach area declined by 11.3% when compared to the prior quarter, specifically the commercial non-entertainment area by 6.8% when compared to the prior quarter. Sanitation has adjusted crew scheduling to address North Beach issues in the morning, both during the week and weekend hours, and will continue to monitor the North Beach issue.
- **Sidewalks**- Sidewalks across the Beach 8.3% when compared to the same quarter in FY2011/12. Sidewalks in residential areas in South Beach declined by 23.2% and 7.1% in North Beach when compared to the same quarter in FY2011/12; however, approximately 92.7% of residential sidewalks are exceeding the established target. The adjusted crew scheduling mentioned above impacts sidewalks along with streets.



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Cleanliness Index Score Per Public Area (target = 1.5)

Public Area	FY0506				
	Q1	Q2	Q3	Q4	FY Score
Overall City Score	2.20	1.94	2.24	2.03	2.10
Streets	2.07	1.98	2.22	1.84	2.03
Not including alleys	1.98	1.85	2.16	1.74	1.94
Commercial – Entertainment	1.84	1.78	2.44	1.74	1.95
Commercial – Non-Entertainment	1.89	1.87	1.81	1.75	1.83
Residential	2.25	1.93	2.11	1.74	2.01
Alleys	2.48	2.89	2.75	2.49	2.60
Sidewalks	2.02	2.05	2.33	1.84	2.08
Commercial – Entertainment	1.87	1.95	2.50	1.88	2.04
Commercial – Non-Entertainment	1.97	2.15	1.91	1.79	1.95
Residential	2.28	2.11	2.35	1.83	2.14
Parks	2.08	1.53	1.93	2.04	1.90
Parking	2.25	2.26	2.30	2.01	2.21
Waterway	2.77	2.12	2.93	2.53	2.59
Beach Areas					
Miami Beach Responsibility Only	2.02	1.88	1.80	1.91	1.85
Miami-Dade County Responsibility	1.98	1.78	2.04	1.95	1.93

Public Area	FY0506	FY0609	FY0910	FY1011	FY1112	FY1213	% change from prior FY score	% change from base FY score
	FY Score	FY Score	FY Score	FY Score	FY Score	FY Score		
Overall City Score	2.10	1.75	1.80	1.60	1.59			
Streets	2.03	1.73	1.74	1.65	1.55			
Not including alleys	1.94	1.66	1.66	1.54	1.45			
Commercial – Entertainment	1.95	1.65	1.69	1.55	1.44			
Commercial – Non-Entertainment	1.83	1.65	1.63	1.57	1.52			
Residential	2.01	1.68	1.65	1.51	1.43			
Alleys	2.60	1.97	1.99	1.89	1.84			
Sidewalks	2.08	1.73	1.75	1.63	1.42			
Commercial – Entertainment	2.04	1.69	1.77	1.64	1.43			
Commercial – Non-Entertainment	1.95	1.79	1.77	1.63	1.57			
Residential	2.14	1.77	1.71	1.59	1.42			
Parks	1.90	1.55	1.67	1.32	1.44			
Parking	2.21	1.96	2.00	1.81	1.75			
Waterway	2.59	2.10	2.11	1.70	1.98			
Beach Areas								
Miami Beach Responsibility Only	1.85	1.62	1.59	1.43	1.38			
Miami-Dade County Responsibility	1.93	1.61	1.63	1.45	1.42			

Public Area	FY11/12					% change from prior FY score	% change from base FY score
	Q1	Q2	Q3	Q4	FY Score		
Overall City Score	1.64	1.63	1.55	1.53	1.59	-0.6%	-24.2%
Streets	1.64	1.59	1.51	1.47	1.55	-6.0%	-23.6%
Not including alleys	1.52	1.48	1.45	1.40	1.45	-5.8%	-25.2%
Commercial – Entertainment	1.51	1.50	1.34	1.32	1.44	-7.1%	-26.1%
Commercial – Non-Entertainment	1.53	1.51	1.49	1.47	1.50	-4.4%	-18.0%
Residential	1.45	1.45	1.49	1.32	1.43	-5.3%	-28.8%
Alleys	1.92	1.93	1.82	1.67	1.84	-2.6%	-29.2%
Sidewalks	1.45	1.53	1.40	1.40	1.45	-11.0%	-29.6%
Commercial – Entertainment	1.42	1.57	1.34	1.33	1.43	-12.8%	-29.9%
Commercial – Non-Entertainment	1.50	1.60	1.58	1.61	1.57	-3.6%	-19.4%
Residential	1.36	1.44	1.60	1.38	1.42	-10.6%	-33.6%
Parks	1.44	1.48	1.42	1.43	1.44	3.6%	-24.2%
Parking	1.71	1.91	1.60	1.77	1.75	-3.3%	-20.8%
Waterway	2.26	1.94	1.91	1.74	1.96	15.2%	-24.3%
Beach Areas							
Miami Beach Responsibility Only	1.31	1.38	1.43	1.32	1.35	-4.9%	-26.4%
Miami-Dade County Responsibility	1.56	1.36	1.35	1.43	1.42	-4.0%	-26.4%

Public Area	FY12/13					% change from prior Qtr	% change in prior FY Qtr	% change from same quarter in base year
	Q1	Q2	Q3	Q4	FY Score			
Overall City Score	1.43					-6.5%	-12.8%	-35.0%
Streets	1.45					-2.7%	-12.8%	-30.9%
Not including alleys	1.31					-6.4%	-13.8%	-34.2%
Commercial – Entertainment	1.30					-6.5%	-13.9%	-29.3%
Commercial – Non-Entertainment	1.40					-4.8%	-8.5%	-25.9%
Residential	1.26					-9.4%	-13.1%	-44.0%
Alleys	1.81					8.4%	-5.7%	-28.4%
Sidewalks	1.33					-5.0%	-8.3%	-34.2%
Commercial – Entertainment	1.32					-4.3%	-7.0%	-29.4%
Commercial – Non-Entertainment	1.44					-10.6%	-4.0%	-28.9%
Residential	1.37					-0.7%	0.7%	-39.9%
Parks	1.29					-10.5%	-11.1%	-38.5%
Parking	1.52					-14.1%	-11.1%	-32.4%
Waterway	1.68					-3.4%	-25.7%	-30.4%
Beach Areas								
Miami Beach Responsibility Only	1.31					-3.0%	0.0%	-35.1%
Miami-Dade County Responsibility	1.35					-5.6%	-12.9%	-31.1%



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Percentage of Assessments scoring 2.0 or better (target = 90%)

Public Area	FY0906				
	Q1	Q2	Q3	Q4	FY Score
Citywide	67.5%	71.1%	68.7%	75.5%	65.2%
Streets	65.7%	70.2%	63.0%	84.8%	73.4%
Commercial – Entertainment	66.1%	81.1%	47.5%	74.8%	67.3%
Commercial – Non-Entertainment	76.7%	72.2%	82.4%	97.9%	82.3%
Residential	66.5%	84.6%	66.2%	86.1%	73.5%
Alleys	37.7%	36.5%	37.0%	56.2%	41.9%
Sidewalks	62.6%	68.7%	56.4%	70.3%	66.7%
Commercial – Entertainment	69.2%	71.5%	41.7%	71.7%	63.6%
Commercial – Non-Entertainment	63.5%	60.4%	79.8%	87.4%	71.8%
Residential	62.4%	78.1%	82.1%	82.2%	68.2%
Parks	46.3%	68.0%	68.2%	63.5%	66.6%
Parking	48.0%	69.5%	40.2%	69.0%	56.4%
Waterway	42.9%	83.7%	34.5%	56.5%	54.5%
Beach Areas					
Miami Beach Responsibility Only	64.1%	83.5%	66.0%	78.5%	73.1%
Miami-Dade County Responsibility	75.3%	78.4%	63.9%	77.2%	71.2%

Public Area	FY0910	FY1011
	FY Score	FY Score
Citywide	70.4%	85.5%
Streets	86.4%	90.2%
Commercial – Entertainment	87.8%	90.3%
Commercial – Non-Entertainment	87.3%	89.0%
Residential	82.5%	90.9%
Alleys	69.0%	74.5%
Sidewalks	80.9%	86.7%
Commercial – Entertainment	81.4%	86.1%
Commercial – Non-Entertainment	81.4%	86.8%
Residential	79.6%	86.6%
Parks	89.1%	94.7%
Parking	65.7%	78.0%
Waterway	71.5%	83.9%
Beach Areas		
Miami Beach Responsibility Only	87.3%	90.2%
Miami-Dade County Responsibility	88.7%	93.2%

Public Area	Q1	Q2	Q3	Q4	FY Score	Difference from prior Qtr	Difference from base FY score
Citywide	86.5%	84.3%	89.1%	91.0%	87.8%	1.5%	22.6%
Streets	89.0%	90.4%	92.9%	94.3%	91.6%	1.5%	18.2%
Commercial – Entertainment	88.3%	89.8%	95.8%	95.6%	92.4%	-0.2%	25.1%
Commercial – Non-Entertainment	87.2%	88.3%	89.6%	92.9%	89.5%	3.3%	7.2%
Residential	81.5%	83.1%	95.1%	94.5%	93.1%	1.4%	19.6%
Alleys	75.5%	73.7%	81.6%	87.1%	79.6%	5.3%	37.7%
Sidewalks	91.6%	88.4%	91.6%	93.4%	91.3%	1.8%	24.6%
Commercial – Entertainment	90.9%	87.3%	95.2%	95.1%	92.1%	-0.5%	28.9%
Commercial – Non-Entertainment	89.7%	86.9%	87.3%	89.6%	88.4%	2.3%	16.6%
Residential	84.3%	91.0%	91.3%	94.3%	92.9%	3.5%	26.7%
Parks	92.8%	83.4%	91.6%	94.5%	93.1%	2.7%	26.5%
Parking	84.7%	75.5%	87.3%	85.7%	83.3%	-1.6%	26.9%
Waterway	64.2%	72.0%	77.4%	82.2%	74.0%	4.8%	19.5%
Beach Areas							
Miami Beach Responsibility Only	96.4%	94.5%	96.7%	97.0%	96.4%	1.0%	23.3%
Miami-Dade County Responsibility	87.7%	98.0%	98.0%	98.1%	94.2%	-0.8%	23.0%

Public Area	Q1	Q2	Q3	Q4	FY Score	Difference from prior Qtr	Difference from base FY Qtr	Difference from base FY score
Citywide	89.5%					-1.5%	2.7%	32.0%
Streets	93.0%					-1.3%	4.0%	27.3%
Commercial – Entertainment	94.6%					-1.0%	6.3%	28.5%
Commercial – Non-Entertainment	89.9%					-3.0%	2.7%	13.2%
Residential	94.6%					0.0%	3.0%	37.7%
Alleys	78.5%					-8.6%	2.7%	40.8%
Sidewalks	92.9%					-0.7%	1.1%	30.1%
Commercial – Entertainment	95.7%					-0.6%	4.2%	25.9%
Commercial – Non-Entertainment	90.3%					0.7%	0.6%	26.8%
Residential	92.7%					-2.1%	-1.6%	40.3%
Parks	95.0%					1.0%	2.7%	49.2%
Parking	87.8%					2.1%	3.1%	39.8%
Waterway	83.0%					0.8%	18.8%	40.1%
Beach Areas								
Miami Beach Responsibility Only	94.9%					-2.8%	-1.5%	30.8%
Miami-Dade County Responsibility	93.6%					-2.5%	5.9%	18.3%

Cleanliness Key Intended Outcome

Cleanliness was identified in our community surveys as a key driver affecting overall quality of life. In addition, in the 2012 survey, residents and businesses rated cleanliness as the number one service the City should strive not to reduce. The City has implemented increases in service levels and community satisfaction levels have improved. Overall scores have improved by 24.2% from FY2005/06 to FY2011/12.

Next Quarter Assessments

City employees and Neighborhood Leadership Academy alumni and students are conducting cleanliness assessments every quarter. If you or any member of your staff is interested in participating in the City's Public Area Cleanliness Program, please contact Dr. Leslie Rosenfeld with the Office of Budget and Performance Improvement Organizational Development Division at extension 6923.

If you have any further questions, please feel free to contact me.

c: Jorge Gomez, Assistant City Manager
Max Sklar, Assistant City Manager
Fred Beckmann, Public Works Director
Kevin Smith, Parks and Recreation Director
Saul Francis, Parking Director
Stephen Scott, Building Director
Hernan Cardeno, Code Compliance Division Commander
Robert Santos-Alborna, Code Compliance Division Director
Al Zamora, Sanitation Division Director

KGB:LDR